

## COMMISSIONING AGREEMENT BETWEEN CITY OF YORK COUNCIL AND MAKE IT YORK

1.1 This is a 3 year agreement between The City of York Council and Make it York, which sets out specified outcomes, outputs, responsibilities and requirements for delivery around four key overlapping remits:

- Business support, including sector development and inward investment
- Visitor economy
- Arts and Culture
- City centre markets and events

1.2 The total value of City of York Council's contribution in staff and unrestricted budget in year 1 of the service level agreement is £544k, with a notional breakdown between the remits going in as follows:

- £337k: Economic Development
- £100k: Science City York
- £232k: Visitor economy
- £229k: City centre, arts, culture and events
- £20k: Contribution for Managing Director (15/16 only)
- -£374k payment back to the Council which relates to net income from operating the markets, city centre events and festivals

1.3 For years two and three, City of York Council's contribution will be unrestricted budget; the value of which will be confirmed through a 9-month review in January 2016 (as the Council's financial contribution in each financial year is subject to the budget-setting process). Funding will be in accordance with financial regulations. It is recognised that the 3 year commissioning agreement will require appropriate 3 year funding if the outputs are to be met.

1.4 Nevertheless, it is worth acknowledging from the outset that in order to successfully deliver against the agreement, Make it York is likely to require additional sources of income or in-kind support, especially in years 2 and 3. This is intentional within the design of the commissioning and the targets set, with the investment from the Council intended in part to go towards attracting additional income, contracts or support which deliver outcomes and objectives which are congruent with those set below. This is reflected in the performance specified, hence 3 year targets where slower progress may be expected in the organisation's first year of operation, but which take account of expectations of a reducing Council contribution.

1.5 In order to maximise delivery against the overall outcomes for the city that really matter, and enable the commissioned organisation to act in the fleet-of-foot and entrepreneurial way it will need to in order to succeed, the agreement is focussed primarily on the outcomes and objectives for York above detailing specifically how these should be achieved. The strategic plan produced by Make it York in its first year of operation should document the particular approach and tactics to meet the outcomes, outputs, responsibilities and requirements set out below, including any specific programmes, products or events.

1.6 The terms of the agreement may be varied by mutual consent of the Organisation and the Council.

1.7 In the event of Make it York committing a serious breach of its obligations under this agreement, the Council will be entitled to terminate this agreement by notice and reclaim on a pro rata basis such sum as represents all funding from the date of the breach. Any subsequent entitlement to funding will cease immediately.

1.8 This Agreement may be terminated by the Council giving not less than 6 Months' notice to Make it York provided that such notice is in writing.

## **DELIVERING FOR KEY AUDIENCES**

The outcomes, responsibilities and outputs are focussed around 5 key audiences or customer groups:

- Inward Investors (Businesses external to York who could locate to the City)
- Residents
- Students
- Visitors
- York businesses

This is not to specify that the organisation must undertake discrete activities for each separate group; rather, many of the outcomes and responsibilities should in fact deliver a positive impact for several of these groups as indicated below.

## OUTCOMES

The commissioned organisation's activity should be focussed towards achieving the following outcomes (while acknowledging that these are subject to macro-economic and other external factors). These are city outcomes which will need to be delivered in partnership with others, but with the commissioned organisation as the lead partner.

### MORE JOBS + BETTER JOBS

#### Measured by:

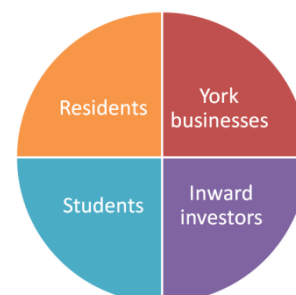
*An increase in the overall value of employment in the city (total resident employment income, per head of working age population) at 110% of the national rate of growth over the 3 year period. E.g. if national value of employment grew by 10%, we would be aiming for growth for York of 11%<sup>1</sup>*

*(Monitored by ASHE data)*

*Jobs growth in high value priority sectors<sup>2</sup>, including key science, technology and creative industries, at 120% of baseline econometric growth projections over the 3 year period E.g. if a priority sector was projected to grow in York by 10%, we would be aiming for growth for York of 12%*

*(Monitored by Regional Econometric Model data)*

Good for:



### A HIGHER VALUE VISITOR + CULTURAL ECONOMY

#### Measured by:

*A 5% after inflation rise in GVA per employee in visitor economy & retail, and cultural sectors over the 3 year period, working towards our aspiration of doubling the value of the tourism economy by 2025.*

*(Monitored by Regional Econometric Model data)*

Good for:



<sup>1</sup> In the circumstance that national growth or projections are negative, the target for York would be for to be for its performance to be better than these comparator figures

<sup>2</sup> priority sectors will be decided collaboratively as part of York's Economy & Place Strategy process

## CONSISTENTLY POSITIVE VISITOR EXPERIENCES

### Measured by:

Every year, for a 4.5 / 5 or greater overall visitor satisfaction score, with 78% or more visitors likely to return and 97% or more likely to recommend  
(Monitored by York Visitor Survey: delivered by Make it York as part of agreement)

Good for:



## A SUPPORTIVE ENVIRONMENT FOR BUSINESS GROWTH

### Measured by:

Between 2015 and 2018, a 5 percentage point increase in the proportion of businesses across sectors (including high value science and technology, visitor, creative and cultural organisations) who are very or fairly satisfied with York as a place to operate / do business.  
(Monitored by York/LCR business survey)

Good for:

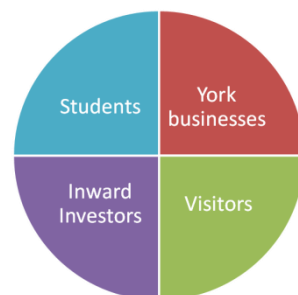


## A HIGHER NATIONAL + INTERNATIONAL PROFILE

### Measured by:

A 25% increase in the number of (online) media hits; and size of readership across UK and international markets for positive and neutral articles containing: "York + [key words related to business, tourism and culture]"  
Excluding "New York"  
For the period of the agreement in comparison with the 3 years previous, once adjusted by increases in overall online readership as documented in National Readership Survey.  
(Monitored by Meltwater software)

Good for:



## SCOPE OF RESPONSIBILITIES

As part of the agreement, the Council is delegating the following functions which the commissioned organisation will take responsibility for the following. While these many responsibilities are focussed on specific audiences, the result of the services and interventions are likely to impact a much broader group, as per the outcomes above (e.g. if the organisation supports a business to gain funding, they may well provide jobs for residents and students).

### BUSINESS SUPPORT, INFORMATION + SIGNPOSTING

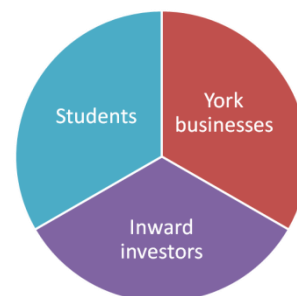
To be the 'single front door' in York for businesses and start-ups seeking a range of support, including a 'front door' for businesses accessing Council services, with high quality response, signposting and support

To make York businesses and start-ups aware of the export provision / grants and finance / property in York / events / business support available to them, including provision through relevant regional bodies, such as the Local Enterprise Partnerships and Combined Authorities.

To provide an online searchable property database of business accommodation in York or equivalent

To work with Higher York, and other partners, to ensure students looking to start a business are able to harness the offer

Focus audience:



### KEY ACCOUNT MANAGEMENT FOR PARTICULAR BUSINESSES

To define, develop and hold key account relationships with at least 100 companies from a spread of: medium-sized high value businesses; foreign owned companies; high-growth companies; and those within priority sectors. To deliver this in a coordinated way with the Council and other providers.

To support the Council in relevant key account follow up activity for large businesses in the city.



### SECTOR DEVELOPMENT

To ensure there are supportive private-sector led networks and profile for priority sectors (as decided by York Economic Partnership via York's Economy & Place Strategy; but including high value science & technology, visitor & retail, and creative & cultural industries) with supportive activities and events.

To provide a named individual as a key contact for businesses from priority sectors.

To deliver Directors' Forums for high value 'Science City' sectors.

To maintain appropriate advisory boards or groups for key sector groupings and brands (e.g. Science City, Visit York).



## INWARD INVESTMENT

To seek proactively to attract new businesses to the city, including providing a clear and effective process for responding to inward investment enquiries in the city, including from intermediaries, with high quality response and support.

To update and refresh the York inward investment 'story' and develop a 'toolkit' of resources to promote locating in the city

To seek proactively anchor tenants for key employment sites such as York Central and Heslington East.

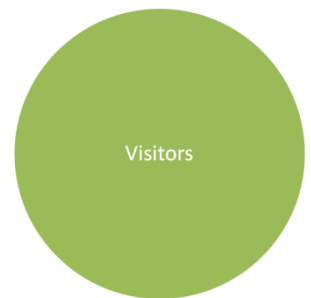
To welcome and help new businesses to embed within the city.

Focus audience:



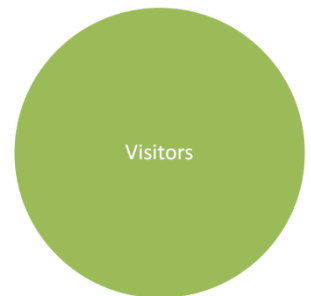
## VISITOR ECONOMY PRODUCT DEVELOPMENT

To work with the visitor economy sector and city centre businesses to ensure a quality 'product' is offered to visitors and residents, and that it is accessible and welcoming to all.



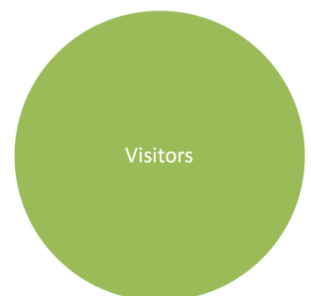
## BUSINESS TOURISM

To attract new business tourism to the city, with a particular focus on priority sectors; including providing a clear and effective process for responding to enquiries with high quality response and support.



## VISITOR & CULTURAL INFORMATION

To ensure there are clear and effective ways for visitors and residents to find out about the city, including face-to-face and through digital media, with high quality information and support.

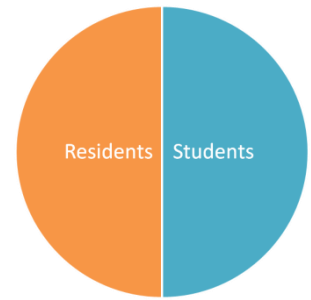


## RESIDENT BENEFITS FROM THE TOURISM & CULTURAL OFFER

To encourage, communicate with and provide all residents with the opportunity to enjoy the tourism and cultural offer of the city

To work with Higher York, and other partners to ensure activities and information are beneficial for students

Focus audience:



## CULTURAL DEVELOPMENT

To take a lead in ensuring cultural and creative sectors are working collaboratively to improve cultural provision in the city, including shaping the cultural strategy for the city detailing priorities for collaborative action by the sector

To support increased commercial competitiveness, productivity and innovation in the sector to enable sustainable organisational and financial models

To nurture new cultural ideas and initiatives

To develop an outcomes framework and a baseline measurement to enable future monitoring of performance around cultural development

To enable York cultural excellence to be recognised and promoted across the city through an annual awards event.



## CITY CENTRE MANAGEMENT + IMPROVEMENT

To facilitate cross-sector work to improve the city centre as a destination for business, visitors and residents. This should include leading on approaches to maximise private-sector led investment (e.g. a business improvement district or other).

To manage the City Centre space, and develop the city centre as a safe, dynamic and active place to be enjoyed by residents and visitors alike.

To take a lead from City of York Council on decisions affecting the physical public realm.

[More details of legalities are included within the legal services agreement]



## MARKET MANAGEMENT

To manage the Shambles Market to create a vibrant hub and programme that is an attraction in its own right, and to increase the revenue generated by this activity.

To deliver a service which is in keeping with the objectives and values of the Market Charter and Market Regulations.

To take responsibility for the Market Charter and other regulations relevant to the Market.

To promote the market to key customer groups

[More details of legalities are included within the legal services agreement.]

Focus audience:



## EVENTS PROGRAMMING OF THE CITY CENTRE

To support and develop high quality city centre festivals, activities and events, currently to include a festival of food and drink, Illuminating York, winter festival and Viking festival.

[More details of legalities and designation of spaces are included within the services agreement]

To support and develop new events and initiatives, that deliver ambitious, high quality artistic or cultural programmes, attracting significant audiences, whilst employing a robust approach to ensuring sustainability, health and safety standards and working effectively with a range of partners and funders.

To engage businesses and visitors in mass participation sporting events already happening or planned in the city.



## PLACE MARKETING

To facilitate and promote a coherent image / brand for the city nationally and internationally, including relevant promotional materials across the remits.

To manage Visit York and Science City brands liaising with partners as necessary.

To work collaboratively, where mutually beneficial, with York's Universities and Colleges on the marketing of the city; acknowledging the significant resource institutions already have dedicated to attracting students and international markets.





## INBOUND VIP VISITS RELEVANT TO BUSINESS GROWTH, TOURISM & CULTURE

To respond to and coordinate inbound VIP visits to the city *for remits relevant to business growth, tourism and culture*



## CAPITALISE UPON THE OPPORTUNITY OF UNESCO DESIGNATION

To coordinate and facilitate activity to maximise the benefit of York's UNESCO City of Media Arts designation for the city's economic growth, and for residents; specifically taking a lead on delivering the UNESCO Media Arts action plan.

To attract funding to continue delivering this work into 2016/17 and beyond.



## CONVERSATIONS BETWEEN SECTORS AROUND BUSINESS GROWTH, TOURISM + CULTURE

To support effective conversations between the Council (and other relevant government / partnership bodies) and business or creative and cultural organisations *around matters relevant to business growth, visitor economy and culture*

## PROVIDING ADVICE ON BUSINESS GROWTH, TOURISM + CULTURE

To provide timely advice for Council senior managers as required on remits relevant to business growth, tourism and culture

## REPRESENTING THE CITY AT A REGIONAL LEVEL WITHIN ITS REMIT

To represent the city on operational working groups relevant to business growth, tourism and culture.

## RESEARCH + BUSINESS INTELLIGENCE TO FULFIL OBJECTIVES

To undertake research and business intelligence required in order to successfully fulfil the brief

## SYNERGIES ACROSS FUNCTIONS & CUSTOMER GROUPS

To realise opportunities for working across various functions and customer groups within Make it York's remit.

## OUTPUTS + DELIVERABLES

Over the 3 year period of the agreement, specifically the commissioned organisation should<sup>3</sup>:

### SUPPORT JOBS GROWTH

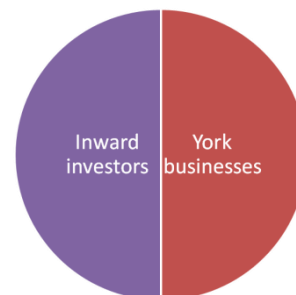
700 jobs created through interventions, with at least 500 estimated to be paid above national median wage (currently £11.62 per hour)

(Self reported)

100 jobs safeguarded through interventions (or equivalent demonstrable activity as required in taking a lead role in safeguarding jobs in the city where they have been at risk).

(Self reported)

Focus audience:



### SUPPORT PRODUCTIVITY + COMPETITIVENESS

500 businesses, or creative/cultural organisations, assisted to improve their performance (across all sectors)

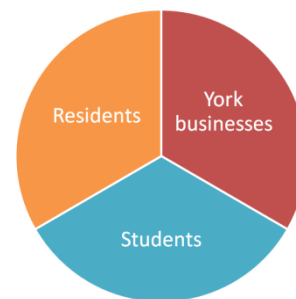
(Self reported)



### PROVIDE INFORMATION + SIGNPOSTING FOR BUSINESSES AND CREATIVE + CULTURAL ORGANISATIONS

1,000 businesses or creative/cultural organisations signposted or been provided with information

(Self reported)



### ATTRACT NEW BUSINESSES

Develop activities to ensure at least 250 inward investment enquiries from businesses outside of the region (the two LEP areas York is part of), with 20 projects converted

(Self reported + evidenced by business' press release)



<sup>3</sup> Definitions and guidance on targets (e.g. jobs created, businesses assisted) detailed in further guidance.

## PROVIDE PROMOTIONAL + HELPFUL INFORMATION ABOUT THE CITY

2,000,000 unique visitors accessing promotional or informative material about York for visiting, culture and events through channels in the ownership and influence of the company, e.g. VisitYork.org (total from web / twitter / youtube / visitor information centre / face to face etc) each year

10,000 unique visitors accessing promotional or informative material about York for business through channels in the ownership and influence of the company (total from web / twitter / youtube / face to face etc) each year

(Self reported)

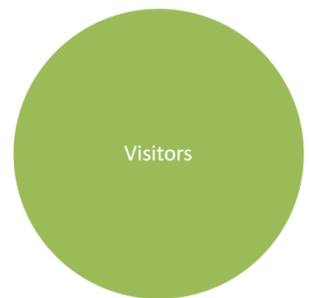
Focus audience:



## ATTRACT BUSINESS TOURISM

Develop activities to ensure at least 1,000 business tourism conference enquiries, with 300 converted, attracting 20,000 business visitors; with a particular focus on priority sectors.

(self reported)



## DELIVER GREAT CUSTOMER SATISFACTION

90% customers very or fairly satisfied by the level of service provided by Make it York direct enquiries / interactions for each major customer group:

- Businesses (York and inward investing)
- Creative/cultural organisations
- Visitors
- Residents and students

(sample surveyed, self reporting)



## ATTRACT ADDITIONAL FUNDING TO DELIVER OUTCOMES

In year 1, deliver an extra £100k of private sector funding, in addition to existing commercial and membership revenues, to help deliver the specified outcomes above; and submit at least 10 applications for additional significant funding from various UK and EU initiatives.

(Annual accounts / self reported)

## **FURTHER EXPECTATIONS + REQUIREMENTS**

The commissioning company will be expected to operate in keeping with a citywide 'Team York' approach to delivering economic growth and place-shaping:

### **WORKING IN PARTNERSHIP**

To participate in citywide partnerships relevant to business growth, visitor economy and culture, and the development of York's Economy & Place Strategy, including elements around tourism and culture. Through this, the commissioned organisation's delivery approach should both inform and be informed by these citywide plans, including the priority sectors outlined in York's Economy & Place Strategy.

### **WORKING COOPERATIVELY ON RELEVANT REMITS**

To work cooperatively in areas where the Council (or commissioned partners, e.g. Higher York) remains the lead organisation responsible, but the remit is overlapping:

- Ensuring there is a flexible and relevant workforce with the right skills for now and the future
- Ensuring good employment for residents
- Attracting public realm and infrastructure investment
- Ensuring there is suitable business accommodation in the city
- Ensuring a clean, tidy, safe city centre with effective infrastructure

### **WORKING WITH BOTH LOCAL ENTERPRISE PARTNERSHIPS**

To work with both Leeds City Region and York, North Yorkshire & East Riding Local Enterprise Partnerships to ensure a coordinated approach to regional and local economic development.

### **COORDINATED COMMUNICATIONS**

To ensure coherent local communications and press releases, in alignment with the Council's Marketing & Communications team, including, where appropriate, the acknowledgement of local elected members as civic leaders in communications and at events.

### **TRANSPARENT PLANS AND REPORTING**

To have quarterly meetings with the Council's Make it York Shareholder Group, updating the group on activity and performance and against the commissioning agreement

To have quarterly monitoring meetings with the Council's commissioning lead for the contract

To publish an annual report, which reports against outputs, outcomes and responsibilities in this commissioning agreement, and sets out an updated business plan for the year ahead, which will be shared with the Council's Cabinet

*Where topics being scrutinised are relevant to the work of Make it York, to provide representation at Overview & Scrutiny Committees as appropriate*

## ACTING ETHICALLY + RESPONSIBLY

As a delivery body which may represent the Council in certain contexts, the commissioning company should act within the values of a publicly funded organisation, and which reflecting the Council's values of fairness and inclusion, championing equality and diversity and promoting environmentally sustainable businesses.

## ADDITIONAL WORK

Further consultancy work agreed with the Council should be contracted at a cost basis (staff time + on costs + overheads), but at the discretion of the commissioned organisation dependant on core workloads.